



MISSOURI ADVANCE PLANNING MISSOURI'S LONG-RANGE TRANSPORTATION PLAN



Missouri
Department
of Transportation



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Dear Missourians,

We recently completed an 18-month process to determine the future course of transportation in Missouri. Here's what you said, loudly and clearly: take care of and improve the existing transportation system; look for innovative ways to get the biggest bang for your bucks; and find more money to meet state transportation system needs.

And we're listening.

Through this planning process, Missouri citizens carefully and diligently identified many challenges facing the state's transportation future. One: There's not enough money to meet the transportation expectations of citizens. We agree.

Another challenge: Today's transportation funding sources are losing their ability to keep pace with inflation, the effects of fuel-efficient vehicles and rising costs. We agree Missouri's transportation revenues are seriously inadequate, but we also know Missourians are reluctant to pay more taxes.

This gap in what we have and what we have to do seems daunting, but it's not impossible to fix. MoDOT is committed to addressing these challenges, and we need the help of citizens, community leaders, regional planning partners and elected officials.

We promise to do our part. We will continue to make our roads smoother and to fix our worn-out bridges. We will continue to make safety a top priority. We will continue to look for innovative ways of doing business and saving money, so we can provide a world-class transportation system that promotes a prosperous Missouri.

In return, we ask you to learn more about our state's transportation needs. This long-range planning document will tell you where we are and where we need to be. We'd like to hear your ideas, and we invite you to be involved in shaping Missouri's transportation future.

To contact us, please call MoDOT's customer service center at 1-888-ASK MODOT (275-6636) or visit MoDOT's Web site - www.modot.org. Thanks for your help.

Sincerely,

Pete K. Rahn
Director

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INTRODUCING MISSOURI'S LONG-RANGE PLANNING INITIATIVE

The *Missouri Advance Planning* or *MAP* is the long-range transportation planning initiative of the Missouri Department of Transportation. Missouri citizens, who entrust MoDOT to plan, build, operate and maintain a safe and efficient transportation system, helped guide and develop this plan, which considers a 20-year look into the future.

In short, Missourians said...

Focus on preserving and improving Missouri's transportation system.

MoDOT should continue efforts to preserve and stabilize all modes of transportation and improve the system to meet travel demands, especially when addressing Missouri's most heavily traveled highways.

Explore new ideas that give Missourians the most for their transportation dollars.

Missourians said MoDOT must explore new innovative treatments, technologies, strategies and policies to get the most value for each tax dollar invested in Missouri's roads and bridges, as well as other modes of transportation.

Secure more transportation funding.

Missourians said there is not enough money to meet their expectations for the state's transportation system. However, they also said they are reluctant to pay additional taxes or fees to make up the difference between their expectations and the current transportation fees they pay.

The MAP development process followed these key steps...

Listening to Missourians

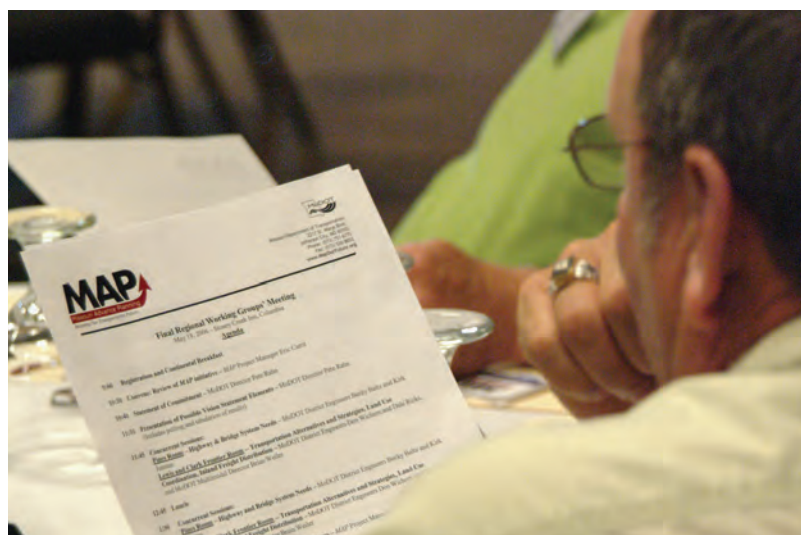
Missouri citizens serve as the foundation of the **MAP** initiative. They are a valuable resource – sharing thoughts about investing their tax dollars, defining their transportation expectations, and exploring future challenges and opportunities.

Technically assessing the transportation system

MoDOT gathered data about the state's roads and bridges, and other modes of transportation along with the transportation trends and conditions that will affect transportation in Missouri during the next 20 years.

Identifying key issues and developing possible solutions

Missourians discussed ideas for transportation leaders to consider that could help maximize the system's effectiveness and address transportation challenges.



CHARACTERISTICS OF TODAY'S TRANSPORTATION SYSTEM

Missouri's current transportation system consists of various components – each with unique characteristics and challenges when looking 20 years into the future.

Highways

Missouri's 32,000-mile state highway system is the seventh largest highway system in the nation. This is a system of farm-to-market roads, U.S. highways and interstates.

Approximately 5,600 miles of the 32,000-mile system consists of major highways that provide for interstate, statewide or regionally significant movement of traffic (Figure 1). These roads carry nearly 80 percent of the traffic in Missouri even though they comprise less than 20 percent of the state highway system. Approximately 95 percent of Missourians live within 10 miles of these roads, which include highways like U.S. Route 50 and Interstate 70. Currently, 74 percent of the major highways are in good condition as a result of the *Smooth Roads Initiative*, which began in 2005 and provided for smoother pavements, brighter striping, rumble stripes and other safety improvements on Missouri's most heavily traveled 2,200 highway miles. In 2001 when MoDOT's last long-range direction was developed, only 40.5 percent of the major highways were in good condition.



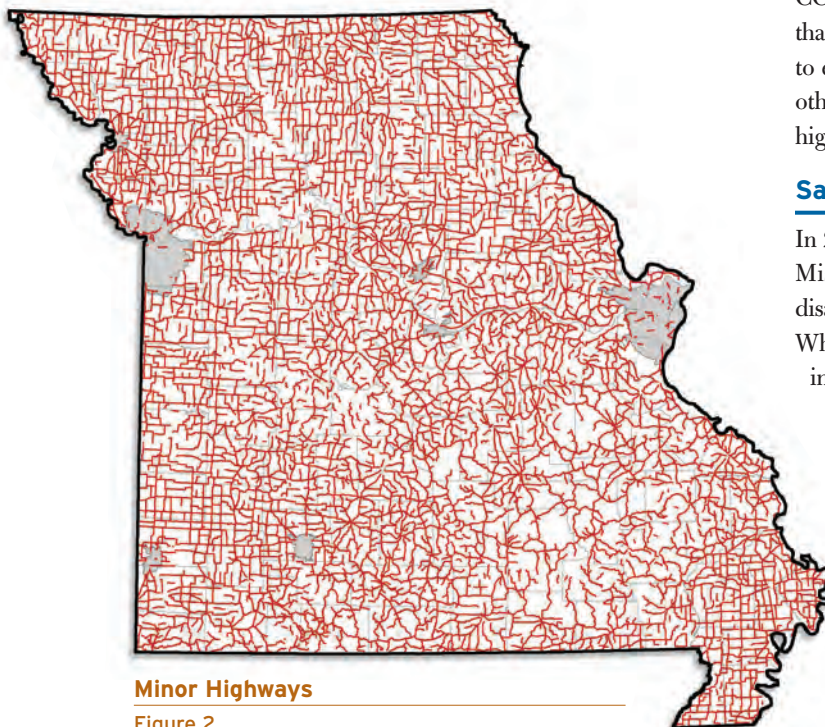
Major Highways - January 2007

Figure 1

The remaining 27,000 miles of the 32,000-mile state highway system are minor highways (Figure 2), which usually serve local traffic and are generally lettered routes like Route P or Route CC. This portion of the state highway system carries slightly more than 20 percent of the state's traffic and provides important links to economic, healthcare and job-related opportunities, and to other communities. Currently, 69.1 percent of Missouri's minor highways are in good condition.

Safety on Missouri's highways

In 2005, more than 1,200 people died in vehicular crashes on Missouri's roads. Also alarming are the more than 8,000 disabling injuries resulting from crashes on Missouri's highways. While there are a variety of causes for these accidents and injuries, drivers' behaviors are a challenge to creating a safer transportation system. Driving too fast, driving under the influence of alcohol or without adequate rest, and driving with distractions such as cell phones or children without proper safety restraints are examples of personal choices, called driver behavior. Through collaboration with law enforcement, safety coalitions, Missouri's General Assembly and others, MoDOT works to effect safe driving by influencing the choices drivers make.



Minor Highways

Figure 2

Bridges

Missouri has 10,224 bridges — ranking Missouri as seventh in the nation for number of bridges. Bridges have an expected life of 50 to 75 years, and the average age of bridges on Missouri's highway system is 44 years.

Bridges that are at least 1,000-feet long are considered major bridges. Missouri has about 200 major bridges. Examples of major bridges on Missouri's state highways include the twin river crossings in Jefferson City, the Paseo Bridge in Kansas City and the Poplar Street Bridge in downtown St. Louis.

Of Missouri's 10,000 plus bridges, 3,300 are on the major highway system. Eighteen percent of the bridges on major highways are considered deficient, which means they are in poor condition, do not meet current traffic demands or do not have the ability to carry trucks' heavy loads. There are 6,924 bridges of Missouri's more than 10,000 bridges on minor highways. Currently, 33.2 percent of the bridges on the minor highway system are also considered deficient.

Congestion

Congestion exists when the highway or road cannot accommodate the volume of traffic efficiently. It causes travel delays, wastes fuel and impacts a region or a community's ability to encourage economic development and maintain a prosperous quality of life. The Texas Transportation Institute estimated nationally in 2003 that 3.7 billion hours of travel delay were caused by congestion and 2.3 billion gallons of fuel were wasted.

Also, according to the institute's analysis of the largest 85 urban areas in the United States, St. Louis and Kansas City rank as the 43rd and 50th worst areas, respectively (one is most congested area, 85th is least congested area). Congestion is traditionally addressed by adding lanes to highways. Managing the system to improve traffic flow is a more cost-effective tool for addressing congestion and associated problems.

Transit

Transit is a transportation service open to the public. Transit services are designed to assist in the movements of people who cannot or choose not to drive. In Missouri, there are several transit operators who collectively provide service to every county and the city of St. Louis. Transit operators' services range from a few buses



serving an entire rural county to more elaborate services utilizing both bus and light rail.

Rural and urban transit services operate differently because of differences in population, purposes for travel, passengers' needs and local financial support. Work-related trips make up the largest number of urban transit trips. In 2006, more than 67 million transit trips were provided through urban transit services. Rural transit trips are primarily provided for seniors and persons with disabilities. In 2006, more than 3 million trips were provided through rural transit services. From 2002 to 2005, 96 percent of Missouri transit trips occurred in the state's seven largest cities: Columbia, Jefferson City, Joplin, Kansas City, Springfield, St. Joseph and St. Louis. Transit also includes intercity bus services provided by Greyhound, Jefferson Lines and Trailways.

Aviation

There are 116 public airports in Missouri, and seven of the airports have scheduled passenger services. The seven airports include Lambert-St. Louis International, Kansas City International, Springfield-Branson, Joplin, Columbia, Waynesville and Cape Girardeau. There are 12 airports in Missouri that support air cargo service. MoDOT's *Economic Benefit of Missouri's Airport System* report concludes that Missouri's aviation industry contributes nearly \$10 billion annually to Missouri's economy and supports 150,000 jobs.

In 2000, passenger flights in Missouri were approximately 22 million. Currently, Missouri passenger flights total 12.4 million.

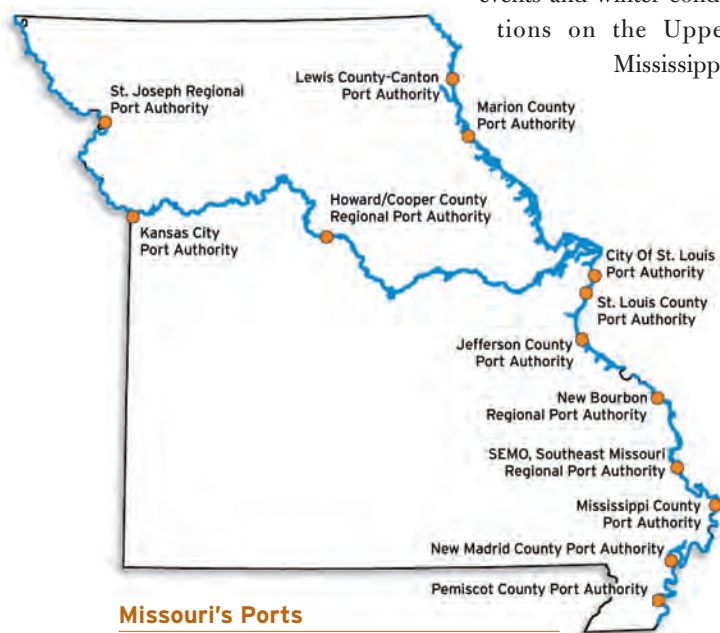
This decrease in passengers is primarily attributed to two factors: 1) changes in passenger habits as a result of the Sept. 11, 2001, terrorists' attacks, and 2) American Airlines is no longer using Lambert-St. Louis International Airport as its hub.



Ports and Waterways

Missouri has 13 ports located along the Mississippi and Missouri rivers (Figure 3). Missouri's ports annually move more than 2 million tons of commodities, the majority of which are agricultural products. The St. Louis Port Authority is the third largest U.S. inland port when comparing tonnage moved.

The Mississippi River typically is open to navigation year round with interruptions only for extreme high/low water events and winter conditions on the Upper Mississippi.



Missouri's Ports

Figure 3

The Missouri River has a controlled navigation season. The U.S. Army Corps of Engineers publishes an Annual Operating Plan for the Missouri River and establishes the end of navigation season based on pool storage levels as of July 1 each year.

Freight Rail

Missouri has the second and third largest rail hubs in the United States located in Kansas City and St. Louis, respectively. Missouri's railroad network (Figure 4) consists of approximately 4,000 miles of track, and there are 19 rail operators in Missouri. BNSF Railway and Union Pacific are the state's two largest rail operators and own nearly half the track in Missouri.

Rail cargo continues to increase in Missouri. Approximately 33 percent of all products moved in the state is by rail. Of this amount: 74 percent of the products has neither an origin nor destination in Missouri; 20 percent is imports; 5 percent is exports; and the product value accounts for approximately 21 percent of the overall value of all product movements in Missouri. The most commonly shipped product is coal.

Passenger Rail

Missouri funds two Amtrak daily round-trips between St. Louis and Kansas City with eight additional stops: Kirkwood, Washington, Hermann, Jefferson City, Sedalia, Warrensburg, Lee's Summit and Independence. The route used by Amtrak is owned and maintained by Union Pacific.

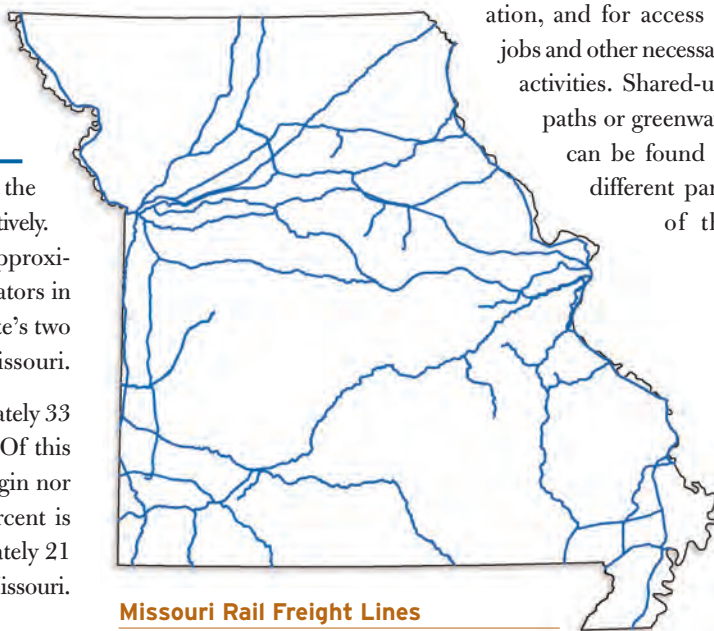
When Missouri first began state-sponsored passenger rail service in 1980, ridership was at 121,000 passengers. Ridership has increased through 2001 when it peaked at 207,000 passengers. Passenger rail use in 2006 declined to 174,000 riders. MoDOT attributes the decreased ridership to the lack of reliability in scheduled service because of Union Pacific track maintenance.

Bicycle and Pedestrian

Bicycle and pedestrian facilities in Missouri come in many shapes and sizes. In rural Missouri, a two-lane highway with no shoulders and low traffic volumes is adequate to allow for non-motorized traffic. At least 12,000 miles of Missouri's highways are in this category. In addition, there is a significant number of Missouri's high-traffic routes with shoulders that can accommodate bicycles and pedestrians. In other parts of the state, separate facilities on the highway system are needed where it is evident people are walking and bicycling. Around schools, universities, medical facilities and major employment centers, bicycle facilities are integrated in the design of highways and local roads.

According to the U.S. Department of Transportation's Bureau of Transportation Statistics, the primary reason people bicycle is for recreation. Currently, there are approximately 600 miles of shared-use paths, or greenways, in the state. These paths are

used for exercise and recreation, and for access to jobs and other necessary activities. Shared-use paths or greenways can be found in different parts of the



Missouri Rail Freight Lines

Figure 4

state, but mainly in Missouri's larger cities. Many of these paths are part of a region's overall master plan for bicycle and pedestrian accommodations. These regions or cities coordinate efforts with transit providers to tie their bus routes to these paths. Some transit buses are equipped with bike racks that allow someone to ride to a bus stop, put his bike on the bus bike rack, and travel to other destinations.



Bike and pedestrian facilities are considered in the design of all MoDOT projects to provide greater access to those who cannot or choose not to drive.

PROJECT RESULTS - WHAT MoDOT LEARNED

An Overview of Transportation Trends and Conditions

There are trends that will influence the health of Missouri's transportation system during the next 20 years. The trends consist of key factors that affect the long-term welfare of the transportation system – factors like social and population characteristics, transportation choices and financial considerations.

The most critical trends requiring consideration include...

Demands on the transportation system are changing.

Missouri's population is increasing (Figure 5) and aging. In 2000, the state's population was 5.6 million, and it is expected to exceed 6 million by 2010. However, there are some portions of the state experiencing static or declining population rates.

According to the 2000 U.S. Census, most growth in Missouri is occurring in the areas surrounding larger cities. This pattern is primarily due to communities growing outward to accommodate the demand for new business and neighborhood developments. This growth pattern results in more cars and trucks using the roads, thus more Missourians will be driving farther and more frequently in many areas of the state.

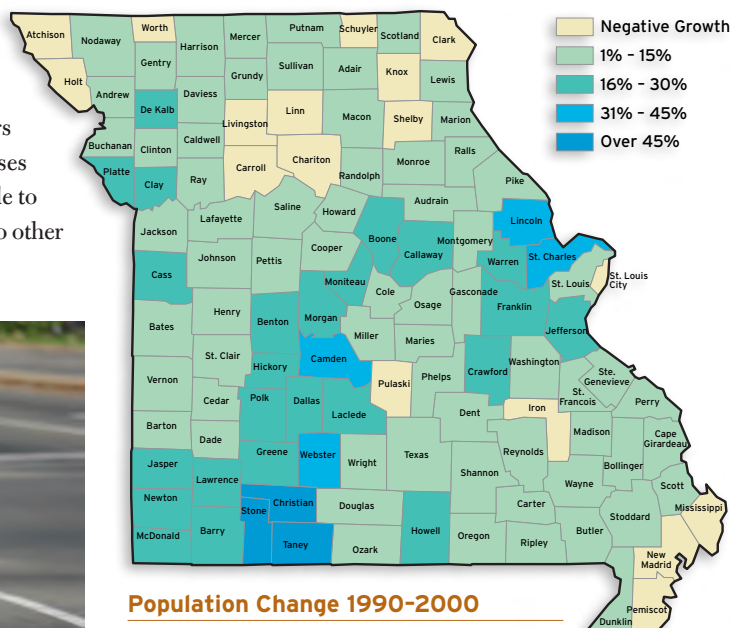
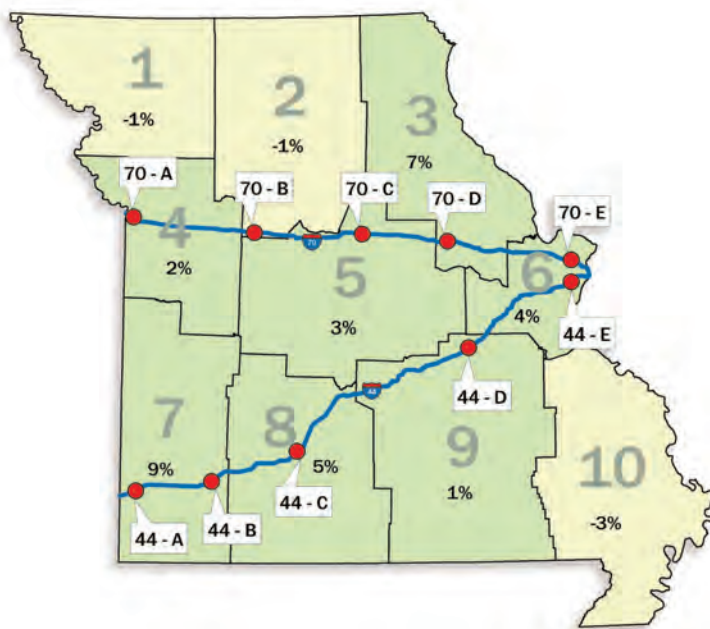


Figure 5

MoDOT information shows traffic increases and decreases in Missouri from 2000 to 2005 (Figure 6). Traffic is decreasing in the northern and southeastern parts of the state. All other portions are experiencing strong growth rates in traffic.

It is important to note that a 7 percent increase in traffic in the Northeast District (District 3) is not as much as a 4 percent increase in the St. Louis District (District 6). While the St. Louis area grew only 4 percent in overall traffic, this equates to approximately 520 million more miles being driven annually as opposed to the Northeast District's annual increase of 175 million additional miles driven. Figure 6 shows total current and projected vehicle and truck traffic.

As demands on the highway system increase and change, congestion becomes a problem for travelers. Measuring congestion involves many factors, but it primarily compares the lanes of highways to the amount of traffic using them. According to the Texas Transportation Institute, the average St. Louis commuter in 1982 was delayed 14 hours per year because of congestion. In 2003, the figure had risen to 35 hours of annual delay. Similarly, Kansas City commuters were delayed for two hours in 1982, and in 2003, the delay had risen to 17 hours (Figure 7). Projecting these trends for the *MAP* 20-year planning horizon means St. Louis drivers can expect to experience annual delays of 78 hours, while Kansas City drivers can expect annual delays of 42 hours.



MoDOT District Boundaries and Overall Percent Change in Amount of Traffic

Figure 6

Interstate 70

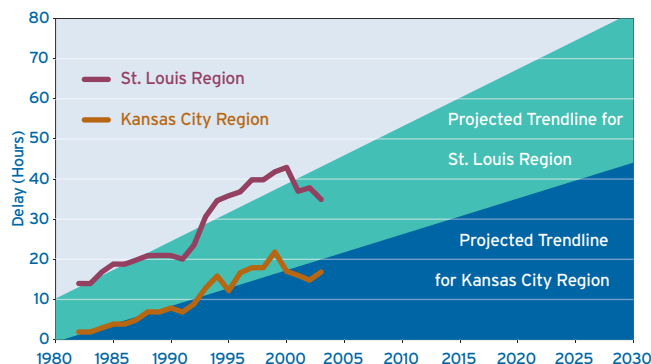
Location	2005 Daily Volume	2005 Percent Trucks	2015 Projected Daily Volume	2015 Projected Percent Trucks	2025 Projected Daily Volume	2025 Projected Percent Trucks
70-A	123,000	11	141,000	12	147,000	15
70-B	29,000	35	33,000	40	38,000	42
70-C	74,000	30	96,000	29	114,000	29
70-D	32,000	36	40,000	40	46,000	45
70-E	168,000	11	195,000	13	222,000	14

Interstate 44

Location	2005 Daily Volume	2005 Percent Trucks	2015 Projected Daily Volume	2015 Projected Percent Trucks	2025 Projected Daily Volume	2025 Projected Percent Trucks
44-A	24,000	34	31,000	37	40,000	39
44-B	27,000	34	33,000	40	42,000	44
44-C	58,000	27	74,000	28	88,000	29
44-D	32,000	35	43,000	38	53,000	40
44-E	126,000	11	139,000	13	163,000	14

Annual Delay per Peak Traveler (person-hours)

Figure 7



Missouri's transportation infrastructure is aging.

The foundation of Missouri's transportation system is the network of roads and bridges. A large number of these roads and bridges are 30 to 50 years old. The average age of bridges on Missouri's highway system is 44 years. More than 1,000 of Missouri's 10,000 plus bridges are more than 70 years old. In addition, most of Missouri's interstates are more than 40 years old; some sections are more than 50 years old.

TRIP, a national nonprofit transportation research group, agrees that Missouri faces a significant challenge in maintaining and rebuilding its aging interstate highway system and providing additional lanes to meet growing travel demand. TRIP estimates that travel on Missouri's interstate highways is expected to increase

by 40 percent by 2026. Assuming the trend of increased vehicles on the highways continues, Missourians can anticipate more deterioration of the transportation system, as well as increasing congestion in many areas of the state.

Increasing trade means more trucks on Missouri's highways.

Missouri is experiencing increased freight traffic, and this trend is expected to continue, according to the *Missouri Statewide Freight Study*. With Missouri's central location and abundance of highways, bridges, airports and waterways, the state is uniquely positioned to benefit from increased trade activity. However, this benefit means Missourians will see more trucks traveling on the highways.

Transportation revenues are inadequate to meet customer expectations, and project costs are simultaneously increasing.

Revenue

The foundation of Missouri's current transportation revenue is the user fee fuel tax – a tax that does not respond to market fluctuations or inflation. The state receives revenue based on the amount of fuel sold and does not receive additional transportation revenues as the price of fuel increases. Increased fuel efficiency also compounds this issue by reducing the amount of fuel consumed. While revenue has been stable and growing at a predictable rate, it is not keeping up with the increased costs for construction materials.

Construction costs

In Missouri, the cost of construction materials like steel and asphalt are dramatically increasing. MoDOT project construction bids show that the demand for steel is at an all-time high, and its prices are following the rising demands. In 1995, steel cost approximately 90 cents per pound; today, the approximate cost is \$1.50 per pound. Records for MoDOT construction projects show that in 1995, asphalt cost approximately \$23 per ton; today, the approximate cost is \$60 per ton.

Missouri's population is aging.

During the next 20 years, the percentage of Missouri's population above the age of 65 will substantially increase, according to the U.S. Census Bureau. This aging population is active in the workforce, placing traditional, though increasing demands, on the transportation system. However, this age group is also making new demands. MoDOT engineering assessments, information from other state departments of transportation, safety groups and MoDOT's public outreach efforts show this older audience wants larger and more reflective signs, brighter stripes on highways, smoother roads, easily recognizable route information, more safety improvements and additional transportation choices, all of which allow for their continued independence.

During the second half of the *MAP* 20-year planning horizon, U.S. Census projections indicate Missouri will have an increase of approximately 72 percent or 550,000 more drivers over the age of 65.

PROJECT RESULTS - WHAT MISSOURIANS SAID

An Overview of the Statewide Benchmark Survey

Professional interviewers, working from a central monitored location, interviewed a random sample of 3,100 adult Missouri residents by telephone in 2005. The survey's purpose was to help MoDOT learn more about Missourians' perceptions regarding transportation. The following information summarizes the survey findings.

Transportation improvements

Eighty-four percent of Missourians surveyed said the most important transportation enhancement is to improve existing highways to meet traffic demands. This is a significant shift from findings of the 2001 *Long-Range Transportation Direction* where Missourians indicated their highest priority was smooth pavements.

The second most important improvement to Missourians is to have smooth state and interstate highways (79 percent). When Missourians were asked to choose which should receive a higher priority given limited funding – smooth roads, or building and expanding the roads – smooth roads received the most support.

Sixty-six percent of the respondents then indicated that having brighter and better maintained stripes and markers denoting the center and the edges of highways was very important. Building more bicycle and pedestrian pathways received



the least amount of support (34 percent said very important) for state-funded transportation improvements.

Truck traffic

Participants in the survey also expressed opinions concerning truck traffic on Missouri's highways. Seventy-eight percent of Missourians agree with the statement that truck traffic is a big problem on many of Missouri's highways. Of this 78 percent, 42 percent of the participants said they strongly agree with this statement. Missourians agreed more on this statement than on any other survey statement.

Transportation direction

Survey participants were asked about the direction of transportation in Missouri. Respondents were given two choices regarding direction – maintaining or expanding Missouri's present transportation system. If no more money is available for highways, Missourians would rather do more to maintain the highways than expand them (70 percent to 25 percent, respectively).

When asked if Missourians would rather spend more on larger highways, such as interstates and four-lane divided highways, or the smaller, mostly two-lane roads, the respondents were split – 48 percent choosing smaller roads and 45 percent choosing state highways.

Taxes and economic development

When Missourians were asked if they oppose higher taxes even if the money is earmarked for transportation, a solid majority (59 percent) agrees and 35 percent disagrees.

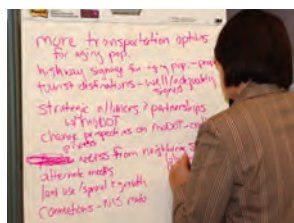
However, when considering attracting businesses and improving the economy in Missouri, a better transportation system is more important than lower taxes to Missourians – 55 percent agrees with this statement and 37 percent disagrees. There is an overarching finding of the survey – Missourians want transportation improvements, but they do not want to pay additional fees or taxes for them.

Transportation resources

When Missourians were asked if the state government has sufficient resources to meet its transportation needs, only 51 percent agreed. Of all questions and statements given to Missourians, this question had the largest amount of respondents saying they did not know the answer (23 percent).

Transportation funding preferences

When given three choices of a tax increase to pay for transportation funding, one choice, a state sales tax, is the only majority-supported option. Fifty percent of the respondents favored and 47 percent opposed an increase in the state sales tax of just less than one-half of 1 percent. However, 55 percent agrees that when it comes to attracting businesses and improving the



state's economy, a better transportation system is more important than lower taxes.

Regional differences and opinions regarding transportation are minimal



Missouri is a diverse state – both in the kind of people and the cultural differences. However, the survey said there is little difference in views and attitudes about transportation based on where individuals live in the state. While some regions support an idea or oppose a proposal more than others, the survey revealed no major or fundamental differences in transportation-related public opinion.

An Overview of the Stakeholder Interview Analysis

Approximately 125 interviews, performed independently of MoDOT, were conducted during **MAP's** outreach efforts, with transportation professionals, local officials, community leaders, elected officials and industry representatives, often called stakeholders. These stakeholders provide information representing a variety of perspectives, experiences and interests for consideration when seeking to learn more from the public about transportation issues at the local and regional levels.

These stakeholders' perspectives can be categorized as follows. . .

Stakeholders' opinions about where transportation dollars are invested depend on where they live.

When considering where state transportation dollars are invested, rural stakeholders typically feel decisions favor urban interests, while urban stakeholders feel rural interests are favored. However, most stakeholders indicate they are comfortable with the current distribution of funds.

Stakeholders' transportation views and opinions typically address short-term timeframes.

Because transportation is an issue of immediate concern to many, few stakeholders expressed long-term views about transportation and are most concerned about addressing shorter-term transportation issues.

MoDOT's actions to increase Missourians' involvement in transportation decision-making are helping to improve transportation.

Many stakeholders recognize MoDOT's improved process of public participation for identifying transportation needs and prioritizing transportation projects for construction. This process, called the *Planning Framework*, ensures the involvement of local communities in transportation decision-making by providing opportunities to influence the decisions before they are made.

A survey left with stakeholders following the interviews provides additional information regarding their preferences and perceptions about Missouri's transportation future. Stakeholders were first asked to rank their top transportation preferences. As such, they believe MoDOT should focus efforts on four areas, ranked in order of highest to lowest:

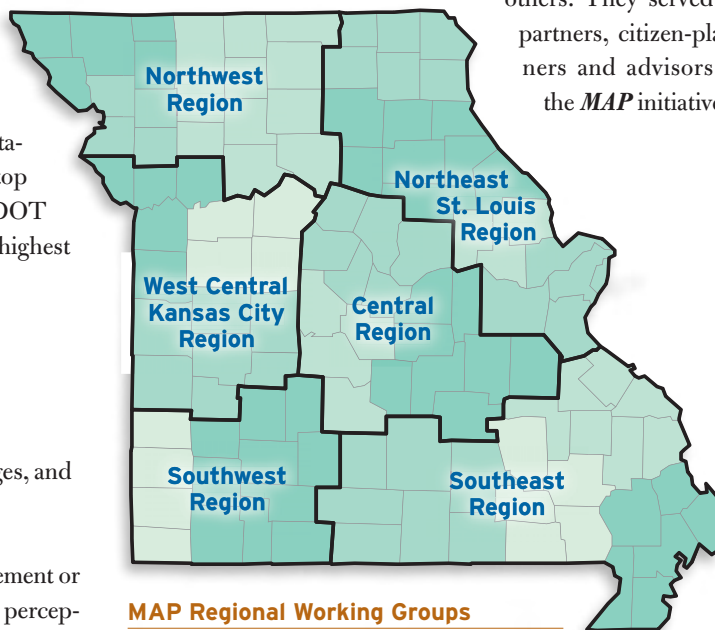
- ▶ Efficient and uninterrupted traffic flow,
- ▶ Projects that advance economic development opportunities,
- ▶ Having smooth and unrestricted roads and bridges, and
- ▶ Having a safe transportation system.

Stakeholders were then asked to indicate a level of agreement or disagreement with statements regarding transportation perceptions. In general, the stakeholders agree that Missouri roads are improving; however, they are divided about the equitable distribution of funds and projects across the state.

- ▶ While more than 67 percent agrees that the condition of Missouri's roads is improving, 27 percent disagrees.
- ▶ When considering equitable and reasonable distribution of projects throughout Missouri, 44 percent agrees with the distribution while more than 38 percent disagrees; 16 percent of respondents were unsure.
- ▶ About 40 percent agrees with the fairness of paying for transportation projects. More than 44 percent disagrees about the fairness, and about 14 percent of the remaining stakeholders were unsure.

An Overview of Citizen Participation Groups

MoDOT formed six citizen-participation groups, called Regional Working Groups (Figure 8), to gather ideas, perspectives and input related to their opinions and values about Missouri's transportation future. These citizens represent educators, farmers, students, economic development experts, alternative transportation advocates, environmentalists, tourism experts and community leaders, among others. They served as partners, citizen-planners and advisors in the *MAP* initiative.



MAP Regional Working Groups

Figure 8

Throughout the *MAP* initiative, Regional Working Group members studied 20-year projections regarding transportation data, trends and needs. After this review, they identified five critical issues concerning Missouri's transportation future. MoDOT Director Pete Rahn endorses these issues and commits to actions that help achieve the objectives of these transportation opportunities during the next 20 years.



Missouri must continue to explore new ideas that give Missourians the biggest bang for their buck.

Missourians said MoDOT must explore new and innovative treatments for taking care of roads and bridges. They also said MoDOT must explore how technology and innovative construction methods can improve Missouri's system.

More and more of the state's highways and bridges will become difficult to maintain, thus requiring additional investment for upkeep.

Citizens recognized that maintaining a transportation system like Missouri's is challenging. Factors such as size, age, the number of bridges and the volume of heavy truck traffic mean, in the next 20 years, that even more roads and bridges will be added to the list of aging facilities and become increasingly difficult to maintain.

Freight distribution is an economic opportunity requiring investment, coordination and a plan to address the increased wear-and-tear of the system.

Since Missouri is already one of the leading hubs of freight distribution in the nation, citizens said that with well-coordinated investments and targeting opportunities for better connections of different modes of transportation to increase efficiency, freight distribution could become a key economic contributor to the state. In addition to being the crossroads for America's domestic goods, citizens said Missouri could become a hub for the inland distribution of international goods.

Transportation improvements should be considered when communities develop and grow.

Citizens recognized that where and how Missouri communities grow and develop has been an influence on the transportation system. Developments need access to the state system, and MoDOT experiences difficulties in keeping pace with local development changes. As communities expand and grow, traffic problems are created that can clog access points. This trend impacts the state's ability to respond to demands for changes to Missouri's state transportation system that accommodate growth in local communities' transportation systems.

Citizens also recognized that growth on the fringes of Missouri's urban areas and rural communities that accommodate new business developments and residential areas is compounding this issue.

The transportation system will require increased investment to maintain its current condition.

Missourians realize the transportation system is facing critical needs, and there is not enough money to address these needs. Much can be done to enhance the system's efficiency, but more aggressive actions need to be taken to ensure Missouri can keep pace with the demands being placed on the state's roads and bridges.

An Overview of the Public's Values about Missouri's Transportation System

Throughout the *MAP* initiative, Missourians were asked to share their values and expectations for the state's transportation system. MoDOT listened to what Missourians had to say about transportation in the state – how they use the system, what they like and dislike, and what they hope would change and what would remain consistent during the next 20 years. After learning about and discussing transportation issues, the Regional Working Groups identified the following key components of Missouri's ideal transportation system.

Missouri's transportation system should...

- Provide for the efficient movement of people and goods,
- Contribute to Missouri's economic development,
- Promote environmentally responsible solutions,
- Provide safe mobility regardless of mode, location or individual circumstance,
- Work as a seamless system,
- Develop user fees related to the user's wear-and-tear on the system, and
- Be planned in a transparent process.



DISCUSSION OF CUSTOMER EXPECTATIONS AND INVESTMENT COSTS

Through public participation opportunities, Missourians tell MoDOT what they expect from their state transportation system. MoDOT continues to work with the general public, community and regional transportation planning leaders and other transportation officials to identify transportation needs. This public participation process, known as the *Planning Framework*, provides the opportunity for the public to influence transportation decisions before they are made.

Compiling Missouri's transportation needs is an on-going and dynamic process. The following information summarizes some of Missourians' transportation expectations and the costs to meet these expectations. This information, which includes a general description of transportation needs and customer expectations, is listed for each mode of transportation and can be used as a guide for continuing the discussion with Missourians about their transportation priorities. All estimated investments are in 2007 dollars.



Highways

Missouri can accomplish objectives that will enhance passenger and freight movements on Missouri's highways, which contribute to the state's economic development. Two key expectations of Missourians include providing for the efficient movement of people and goods, and providing safe transportation. Maintaining highway conditions to provide a smooth driving surface and safety features on the most heavily traveled roads, and adding lanes to highways that address the congested areas are two methods that help accomplish these customer expectations.

Major highways' condition – \$7.6 billion (\$380 million annually for 20 years)

MoDOT's goal is to maintain 85 percent of the major highway network in good or better condition. Because of highways' life cycles, improving more than 85 percent of the major highways would likely result in repairing roads that have not reached the end of their useful life.

To determine the cost of achieving this goal, MoDOT is assuming a mix of mid-term and long-term pavement treatments, the use of bolder stripes, rumble stripes, and shoulder and sign improvements.

These assumptions indicate the investment would be approximately \$380 million annually to maintain the 85-percent goal. This cost could increase or decrease depending on material costs, inflation, construction inspection and project designs.

Minor highways' condition – \$4.2 billion (\$210 million annually for 20 years)

For these improvements, MoDOT is assuming pavement treatments like chip seals and thin-lift overlays, striping and new signing.

These assumptions indicate the investment would be approximately \$210 million per year. This cost could increase or decrease depending on material costs, inflation, construction inspection and project designs.

Bridges

Taking care of Missouri's significant state highway bridge improvement needs will contribute to the state's economic development and help provide safe traveling, which are two of the public's expectations. Maintaining Missouri's 10,000 plus bridges requires a comprehensive approach that includes factors such as life cycle, deterioration rates, major river crossings,

construction costs, safety, and removing, replacing or building new bridges.

Bridges on major highways – \$800 million (\$40 million annually for 20 years)

To estimate the cost of maintaining bridges on major routes in good condition, MoDOT uses an assumption of \$160 per square foot of bridge deck. This equals an annual investment of approximately \$40 million for 20 years. This annual cost is much lower than costs for roads, because the expected life of a bridge is longer.

Bridges on minor highways – \$1.6 billion (\$80 million annually for 20 years)

To estimate the cost of maintaining bridges on minor routes in good condition, MoDOT uses an assumption of \$140 per square foot of bridge deck. This equates to an annual investment of approximately \$80 million for 20 years.

Major bridges – \$1.08 billion (\$54 million annually for 20 years)

To estimate the cost of addressing the needs of Missouri's 200 major bridges, MoDOT uses the following assumptions. The average square footage of major bridges' decks is approximately 100,000 square feet. The approximate average cost to reconstruct or perform major rehabilitation on the major bridges is \$270 per square foot. Applying these assumptions and addressing two of these structures every year equals an average annual investment of \$54 million. Examples of major bridges on Missouri's state highways include the twin river crossings in Jefferson City, the Paseo Bridge in Kansas City and the Poplar Street Bridge in downtown St. Louis.

Moving people and goods efficiently: highway expansion

Missourians say they care about moving safely and efficiently on Missouri's highways. They know this benefits Missouri's economy and encourages economic development. These expectations can be addressed by adding lanes to Missouri's highways that will help improve traffic flow and by completing gaps in highway corridors around the state.

By working with local officials representing regional planning organizations, MoDOT identifies and prioritizes these types of construction projects that address the public's expectations. This transparent planning process offers opportunities for Missourians to influence the transportation decisions and helps plan for their needs.

Regional planning organizations also maintain a dynamic list (Figure 9) of their regions' highest transportation priorities for construction if additional transportation funding becomes available. These projects are supported by the regions' transportation leaders and are documented in their long-range transportation plans.

Regional Planning Organizations' Long-Range Plan Projects

Figure 9

Columbia		
Route	Description	Cost
MO Route 740	Enhance capacity from US Route 63 to I-70	\$30,000,000
MO Route 163	Enhance capacity from Southampton to Route K	\$2,000,000
MO Route 763	Enhance capacity from US Route 63 to Big Bear Blvd.	\$12,000,000
All other MoDOT projects	Various locations	\$31,000,000
Subtotal:		\$75,000,000
St. Louis		
Route	Description	Cost
Mississippi River Bridge	Construct new bridge and connections in St. Louis City	\$910,000,000
I-70 corridor projects	Revise various interchanges and add lanes	\$164,000,000
I-44 corridor projects	Revise various interchanges and add lanes	\$212,000,000
I-55 corridor projects	Revise various interchanges and add lanes	\$314,000,000
MO Route 21	Relocate and 4-lane from Lake Lorraine to Route A	\$61,000,000
MO Route 21	Relocate and 4-lane from Route B to Routes N and H	\$82,000,000
I-64/US Route 40 Boone Bridge	Construct new bridge in St. Louis County	\$162,000,000
I-64	Re-deck, 20th to Poplar in St. Louis City	\$69,000,000
I-64	Add collector/distributor lanes and interchanges from Boone's Crossing to Spirit Blvd.	\$115,000,000
I-270 corridor projects	Revise interchanges and mainline improvements in various locations	\$96,000,000
I-170 corridor projects	Revise interchanges and mainline improvements in various locations	\$197,000,000
MO Route 364 corridor improvements	Upgrades, Phase 3 construction in various locations	\$288,000,000
MO Route 141 corridor improvements	Relocate and 4-lane from I-64 to MO Route 94	\$90,000,000
US Route 50	Realign and add lanes in Franklin County	\$216,000,000
MO Route 100	Add lanes and shoulders in Franklin and St. Louis counties	\$124,000,000
All other MoDOT projects	Various locations	\$610,000,000
Subtotal:		\$3,710,000,000

Regional Planning Organizations' Long-Range Plan Projects

Figure 9 – Continued

Joplin		
Route	Description	Cost
West Bypass	New construction	\$150,000,000
MO Route 171	Widen road/interchange improvements	\$10,000,000
US Route 71 / Range Line	Interchange	\$18,000,000
MO Route 43	Intersection improvements	\$17,000,000
I-44	New overpass/interchange	\$20,000,000
All other MoDOT projects	Various locations	\$3,000,000
Subtotal:		\$218,000,000
St. Joseph		
Route	Description	Cost
MO Route 59	Rail crossing separation and intersection improvements at MO Route 752 and Alabama	\$6,000,000
MO Route 169	Enhance capacity from Riverside to MO Route 116	\$48,000,00
I-29	New interchanges at Faraon and Messanie	\$7,000,000
All other MoDOT projects	Various locations	\$83,000,000
Subtotal:		\$144,000,000
Kansas City		
Route	Description	Cost
I-29 corridor improvements	Add lanes, revise interchanges in various locations	\$120,000,000
Downtown loop interstate project	Add lanes, revise interchanges in various locations	\$338,000,000
I-70 corridor improvements	Add lanes, revise interchanges in various locations	\$220,000,000
I-435 corridor improvements	Add lanes, revise interchanges in various locations	\$327,000,000
I-470 corridor improvements	Interchanges and connector roads at I-470/US Route 50 interchange	\$47,000,000
US Route 50 corridor improvements	Add lanes, revise interchanges in various locations	\$388,000,000
MO Route 150	Widen to 4 lanes, east of US Route 71	\$42,000,000
All other MoDOT projects	Various locations	\$428,000,000
Subtotal:		\$1,910,000,000
Springfield		
Route	Description	Cost
US Route 60 corridor improvements	Add lanes and revise interchanges in various locations	\$99,000,000
US Route 65 corridor improvements	Add lanes and revise interchanges in various locations	\$221,000,000
All other MoDOT projects	Various locations	\$352,000,000
Subtotal:		\$672,000,000
		GRAND TOTAL
		\$6,729,000,000

*“Never doubt that a small group of committed citizens can change the world.
Indeed, it’s the only thing that has.”*

Margaret Mead

Corridor improvements are listed along with estimated costs generated for planning purposes. The estimates include construction, right of way, environmental work and engineering costs. MoDOT uses environmental studies to analyze transportation solution alternatives and then estimates how much the project could ultimately cost. When project design begins, MoDOT engineers explore ideas for reducing costs without compromising the project's integrity.

During the 2005 and 2006 public participation process, called the *Planning Framework*, for prioritizing major projects for construction, the following corridors were identified as high priorities. To be ready for construction, in some instances, engineering or environmental work is underway on these corridors. Each corridor is part of the National Highway System designated by the Federal Highway Administration.

Statewide corridor improvements and estimated costs – \$2.4 billion according to environmental studies (\$120 million annually for 20 years)

- ▶ Enhance U.S. Route 50 capacity from California to Sedalia
- ▶ Enhance U.S. Route 50 capacity from Jefferson City to Interstate 44
- ▶ Enhance U.S. Route 54 capacity from Mexico to U.S. Route 61
- ▶ Enhance U.S. Route 60/ Missouri Route 37 capacity from Springfield to Arkansas
- ▶ Enhance U.S. Route 63 capacity from Iowa to Arkansas
- ▶ Enhance U.S. Route 67 capacity from Butler County to Arkansas
- ▶ Upgrade U.S. Route 71 to Interstate 49 from Kansas City to Arkansas



Interstates 70 and 44 – \$7.2 billion, (\$360 million annually for 20 years)

The two biggest expansion needs for Missouri – rebuilding the state's largest interstates: I-70 and I-44 – address Missourians' expectations of improved safety and access, efficient mobility and connectivity, and enhanced freight movement and economic opportunities.

Nearly 60 percent of the state's population lives within 30 miles of Interstate 70. Interstate 44 serves the area that has seen Missouri's highest population growth rate since 1990. This growth and demand on roads, which were built in the 1950s, require more in the future than treatments that merely hold the aging highways together.

To successfully meet the needs of the state's future, both interstates require additional lanes and improved medians, and the possibility of dedicated truck lanes. To achieve key safety and economic benefits, these two expansion needs require an investment of approximately \$7.2 billion.

Transit – \$4 billion (\$200 million annually for 20 years)

MoDOT's *Missouri Statewide Passenger Transportation Study* identified significant unmet public transit mobility needs in both rural and urban areas of the state. On average, Missouri's urban areas are approximately 50 percent underserved, while the rural areas of the state meet about one third of the demand.

To increase transit services to meet the identified mobility gaps that fulfill Missourians' expectations for efficient movement of people and goods, for enhancing economic development, for improving safety and for developing a multi-modal system of transportation, an estimated \$200 million is needed annually for 20 years. Since federal transit funding is capped by formula, it leaves increased state and local investments as the funding sources for Missouri's transit services.

To meet the demand for transit services, transit needs include additional buses, light rail vehicles and infrastructure to support the increase in trips. Other needs include facilities and amenity improvements such as shelters at bus stops and inter-modal connections. Improvements for operating and managing the systems are also needed.

The study estimate does not include funding for capital-intensive projects such as the introduction or expansion of light rail services. For example, the recent extension of St. Louis' MetroLink was financed almost entirely from local funding at an approximate cost of \$86 million per mile of light rail track. Cash strapped localities with limited potential for increased federal and local funds look to the state to meet the need for additional transit services.

Aviation – \$710 million (\$35.5 million annually for 20 years)

According to MoDOT's 2005 *State Airport System Plan*, there is annually \$35.5 million in capital and maintenance needs in aviation. Current annual funding is approximately \$25 to \$30 million. Major needs of airports include extending runways to accommodate business jets, adding improvements to navigational aids and addressing safety improvements. These improvements could help address the public's expectations for safe traveling, economic development and efficient movement of people and goods. The public airports' funding from federal and state sources for 2001-2005 has totaled between \$19 million and \$29 million per year.

MoDOT's *Statewide Freight Study* reports that the 2022 anticipated annual cargo tonnage would be within each airport's current capabilities based upon airport runway lengths. However, based on growth, the primary needs when looking ahead for 20 years will be adequate taxiway space, equipment storage and maintenance areas, and taxiway access points for trucks and courier vans.

The challenge for state and local planning and development agencies is to anticipate what will increase the number of planes and the cargo they carry. Ease of access, fluid traffic flow and limited congestion must be key objectives in enhancing air cargo operations and growth.

Ports and Waterways – \$60 million (\$3 million annually for 20 years)

Investment in Missouri's 13 ports is a beneficial economic development generator for the state, thus helping to meet an expectation of Missourians that the state's transportation system enhance the state's economy. Trends in inland freight movement support continual efforts to increase ports' capacity to maximize economic potential. As an example, MoDOT facilitated a state investment in SEMO Port of \$500,000 in 2006 that helped generate private investment of over \$200 million.

A MoDOT survey, in conjunction with *Missouri Public Port Authorities: Assessment of Importance and Needs*, found the total of all port needs – critical, immediate, short-term and long-term – is approximately \$61 million or \$3 million per year for 20 years.

Freight Rail

MoDOT's investment in the state's rail system is primarily limited to addressing rails that intersect state-maintained highways. MoDOT's *Statewide Freight Study* made five recommendations



for supporting freight movements in Missouri. One recommendation suggests strengthening intermodal connectors that impact Missouri's freight movement. This is also an expectation shared by Missourians during the *MAP* process. The accessibility to major highways and other important transportation modes is a significant factor that influences new business development, new warehouse locations, and new freight terminals and facilities.

According to the American Society of Civil Engineers (ASCE), for the first time since World War II, limited rail capacity has created significant chokepoints and delays. This problem is likely to get worse since freight rail tonnage is expected to increase by at least 50 percent by 2020. Public sector investments could help shift freight movement from highways to rail, providing congestion relief, improving safety, and environmental and economic development benefits.

The ASCE says the freight railroad industry needs to spend \$175–\$195 billion nationwide over the next 20 years to maintain existing infrastructure and expand for freight growth. The consequences of inadequate rail infrastructure investment will be borne by the public, not only by the rail industry. The American Association of State Highway and Transportation Officials estimates that shifting all freight nationwide currently carried by rail to trucks would cost shippers an additional \$69 billion annually; this would mean higher prices for U.S. consumers. This increased truck traffic on the nation's highways will require an additional \$64 billion in highway funds over the next 20 years to maintain the roads.



Passenger Rail – \$1 billion (\$50 million annually for 20 years)

The *Midwest Regional Rail Initiative* is an on-going effort to develop, improve and expand the rail system in the Midwest and is sponsored by the state transportation agencies of nine states: Illinois, Michigan, Minnesota, Missouri, Iowa, Indiana, Nebraska, Ohio and Wisconsin. Implementing the initiative's recommendations would provide approximately 90 percent of the region's population an opportunity of being within a one-hour trip of a train station or 30 minutes from a bus route, helping to meet customers' expectations for efficient travel and for blending transportation options in a seamless manner.

Other specific benefits of the services identified in the initiative include a new transportation option in congested major rail corridors; a time-saving service for short- to medium-distance trips; and a transportation system for individuals who do not or cannot drive a motor vehicle.

A goal of the initiative is to improve passenger rail service with public investments in infrastructure and equipment to either eliminate or minimize public operating subsidies. Missouri's portion of the estimated operating and maintenance costs is \$34 million (in total) for 20 years. Missouri's portion of infrastructure costs is estimated to be \$980 million (in total) for 20 years.

MoDOT is also exploring the extension of Amtrak, the state's only passenger rail service, between St. Louis and Springfield, another travel option for meeting the public's expectations regarding efficient movement of people. Passenger service expansion provides expanded mobility to the state's citizens and increases the possibility for tourism. A new passenger rail service from St. Louis to Springfield and then on to Branson provides an additional destination to thousands of travelers in the Chicago area and other rail lines beyond St. Louis.



Bicycle and Pedestrian

Bicycle and pedestrian facilities are integrated in the design of highway projects. Investments in bicycle and pedestrian facilities are part of the costs associated with the highway and bridge system. Bicycle and pedestrian facilities are incorporated in the transportation system when appropriate, particularly in instances that improve the ability to cross major roadways and provide a link for neighborhoods, schools, medical facilities, employment centers and shopping areas. In addition to dedicated bicycle and pedestrian facilities, additional benefits can be gained from educational, enforcement and encouragement programs supported or initiated by MoDOT.

Needs and Cost Summary

Figure 10 summarizes both annual and 20-year costs for transportation needs – highways and bridges, and other modes of transportation – listed in this report.

Investment Estimates

Figure 10

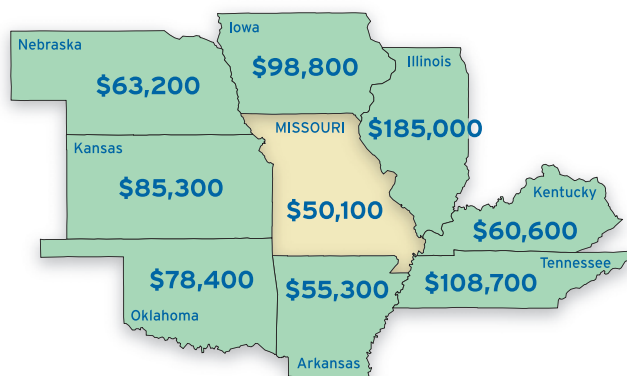
Highway Condition		
	Annual	20-Year Total
Major Highways	\$380 million	\$7.6 billion
Minor Highways	\$210 million	\$4.2 billion
Bridge Condition		
	Annual	20-Year Total
Major Highway Bridges	\$40 million	\$800 million
Minor Highway Bridges	\$80 million	\$1.6 billion
Major Bridges	\$54 million	\$1.08 billion
Expansion		
	Annual	20-Year Total
Regional Planning Organizations'		
Long-Range Plans	\$336 million	\$6.7 billion
Statewide Corridors	\$120 million	\$2.4 billion
Interstates 70 and 44	\$360 million	\$7.2 billion
Highway and Bridge Totals	\$1.58 billion	\$31.58 billion
Alternative Modes		
	Annual	20-Year Total
Public Transportation	\$200 million	\$4 billion
Aviation	\$35.5 million	\$710 million
Ports	\$3 million	\$60 million
Passenger Rail	\$50 million	\$1 billion
Alternate Modes Totals	\$288.5 million	\$5.77 billion
Grand Totals	\$1.87 billion	\$37.35 billion

PAYING FOR MISSOURI'S TRANSPORTATION SYSTEM

Missouri's transportation needs are substantial, and the costs of the needs are enormous. Yet, the sources that have traditionally provided transportation funding in Missouri and in the nation are not adequate. They do not keep pace with the rising cost of construction and maintenance, and they provide little for alternative modes of transportation. Another complicating factor is that Missouri's transportation revenues are small in comparison to many other states. Missouri's revenue per mile of state highway is one of the lowest in the country and in the region (Figure 11). Missouri ranks 44th nationally in revenue per mile on the state highway system. It ranks 43rd when comparing state transportation revenues to the average daily miles driven.

Missouri and Surrounding States' Revenue Per Mile

Figure 11



Missouri receives both state and federal transportation funds. Much of it comes with strings attached, limiting the activities for which it can be used. For example, the state motor fuel tax can only be spent on highways and bridges. It is not available for alternative modes of transportation. Federal funds may be earmarked for specific projects or limited to specific types of construction such as interstate maintenance. Some federal and state funds are allocated to specific modes of transportation such as transit or passenger rail.



Highway and Bridge Revenue Sources

State

Motor fuel tax

The workhorse of Missouri's state transportation revenue is the motor fuel tax. Assessed at a rate of 17-cents per gallon, it produces 45 percent of state transportation revenues. However, it is not indexed to keep pace with inflation, and there has been no rate increase since 1996. History shows that even when fuel prices rise dramatically, Missourians are generally unwilling or unable to turn to other modes of transportation, continuing to drive their personal vehicles and to purchase fuel to do so.

Trends show motor fuel tax revenues increase about 1 percent annually. However, if fuel prices rise and stay at higher rates, more Missourians may turn to more fuel-efficient vehicles, make fewer trips or seek other transportation options they had previously avoided. While good for the environment, these actions erode motor fuel tax revenues.

Motor vehicle sales and use taxes

Motor vehicle sales and use taxes provide approximately 25 percent of state transportation revenues. This is the one source of state revenue that has recently provided substantial additional resources for transportation.

In November 2004, Missouri voters passed Amendment 3. This set in motion a four-year phase in, redirecting motor vehicle sales taxes previously deposited in the state's General Revenue Fund to a newly created State Road Bond Fund. In accordance with this constitutional change, MoDOT began selling bonds to fund road improvements. MoDOT estimated the bonding capacity provided by the new revenues at \$1.7 to \$1.9 billion.

Similar to home mortgages used to buy or build a house, bond proceeds provide funds immediately to make necessary road and bridge improvements. The principal and interest is then paid back over the life of the asset, which in MoDOT's case is the road and bridge improvement. Some bond proceeds have already been used to fund the *Smooth Roads Initiative*, which brought 2,200 miles of Missouri's busiest highways up to good condition. Proceeds were also used to accelerate a number of major projects originally planned to start in the later years of the current five-year construction program called the *Statewide Transportation Improvement Program* (STIP) and allowed other major projects for which no funding was available to be added to the STIP.

It is important to note that only the new Amendment 3 revenues are used to pay principal and interest on Amendment 3 debt. When the Amendment 3 bond proceeds are spent, the new Amendment 3 revenues will be committed to repayment of principal and interest through state fiscal year 2026. When the process

of redirecting motor vehicle sales taxes to transportation is fully phased in, the rate of growth in this revenue source slows dramatically. Annual growth is projected at 2.5 percent, which, like the rate of increase in motor fuel taxes, is less than the rate of increase in construction and maintenance costs. A complicating factor is that as consumers look for ways to decrease personal transportation costs, one option is turning to smaller, more fuel-efficient vehicles. Since these vehicles cost less, motor vehicle sales and use taxes are lower, resulting in less transportation revenues.



Motor vehicle and driver's licensing fees

Motor vehicle and driver's licensing fees also provide approximately 25 percent of Missouri's state transportation revenue. Similar to motor fuel tax, these fees are not indexed to keep pace with inflation, and there have been no annual registration fee increases since 1984. This revenue source increases at a rate of about 2.5 percent annually.

It is important to remember that cities and counties receive a substantial portion of these state transportation revenues. For example, cities and counties receive approximately 5 cents of the state's 17-cent per gallon fuel tax. They also receive approximately 15 percent of the remaining state transportation revenues discussed earlier. These funds go directly to cities and counties to fund local transportation.

Interest earned on invested funds and other miscellaneous collections

The remaining 5 percent of state transportation revenues comes from interest earned on invested funds and other miscellaneous collections. During the Amendment 3 bonding program, cash balances in state transportation funds have been unusually

high. Bond proceeds are received in large increments and are paid out over time as project costs are incurred. When the Amendment 3 projects are completed, the balance of state transportation funds will be substantially less, and interest income will also decline.

Federal

Federal revenue sources include the 18.4-cents per gallon tax on gasoline and 24.4-cents per gallon tax on diesel fuel. Other sources include various taxes on tires, truck and trailer sales, and heavy vehicle use. These highway user fees are deposited in the federal Highway Trust Fund and distributed to the states based on formulas prescribed by federal law through six-year transportation funding acts. The current transportation bill, "Safe, Accountable, Flexible, Efficient Transportation Act: A Legacy for Users" (SAFETEA-LU), expires in 2009.

Approximately 40 percent of Missouri's transportation revenue comes from the federal government. Since 1992, Missouri's federal funding growth has averaged 9 percent each year. SAFETEA-LU continued this strong growth; however, the anticipated federal revenues are not sufficient to support these funding levels. Federal receipts must be supplemented by spending down accumulated balances in the Highway Trust Fund to maintain SAFETEA-LU funding levels.

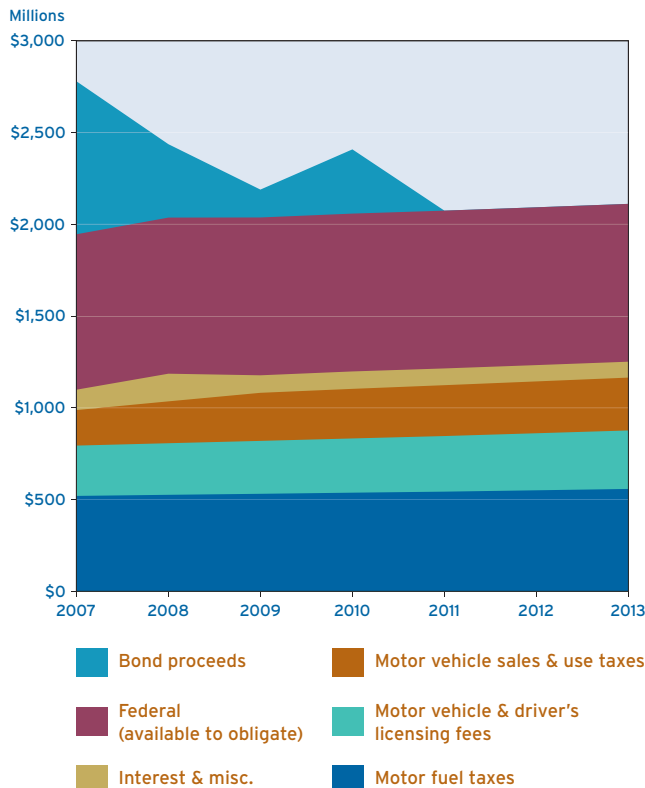
A significant drop in federal funds will cause a dramatic drop in Missouri's highway and bridge construction and maintenance. The U.S. Department of Transportation is advising states that by 2010, the large Highway Trust Fund balance will be spent down, and funding will be insufficient to continue federal aid at SAFETEA-LU levels.

According to the American Association of State Highway and Transportation Officials, an amount equivalent to a 3-cents per gallon increase in federal fuel taxes must be identified to sustain federal programs at the level guaranteed by SAFETEA-LU. Between 2010 and 2015, it would take the equivalent of an additional 7-cent per gallon increase in federal fuel taxes to restore the program's purchasing power to 1998 levels. Unless Congress takes some action to increase revenues to the Highway Trust Fund, Missouri's federal transportation revenues will decrease dramatically.

The stability and predictability of future transportation revenues are subject to a host of variables. However, using historical trends and various economic indicators, Figure 12 provides an estimate of Missouri's transportation revenues for state fiscal years 2007 through 2013. The various state revenue components grow at the rates discussed earlier. MoDOT is assuming federal funds are continued at SAFETEA-LU levels after the 2009 expiration of the funding bill. As shown in Figure 13, estimated revenue decreases from \$2.8 billion in 2007 to \$2.1 billion in 2013, due to the end of the Amendment 3 bonding program.

Missouri's Anticipated Highway and Bridge Revenues for State Fiscal Years 2007-2013

Figure 12



Highway and Bridge Investment Expenditures

How does Missouri take the available transportation resources and invest them in a transportation system? It is important to remember that the vast majority of these revenues is dedicated to highways and bridges, and is unavailable for other modes of transportation. Additionally, some of the dedicated highway and bridge funds are used for related purposes established by the state constitution and state law.

Other state agencies

By law, a portion of state transportation revenues is appropriated to the Missouri State Highway Patrol to administer and enforce motor vehicle laws. The Missouri Department of Revenue also receives 3 percent of revenues collected to cover the cost of collection.

Debt retirement

After other state agency expenditures, the state constitution dictates the next payment must be principal and interest repayments on any outstanding state road bonds. MoDOT has issued or plans to issue approximately \$3 billion of bonds from state fiscal year 2001 to 2010. The final payment for this debt will be in state fiscal year 2026.

Maintenance and administration

Resources are necessary to perform basic maintenance activities. This includes minor surface treatments such as chip seals, small concrete repairs and pothole patching; mowing right of way; snow removal; replacing signs; striping roads; repairing guardrail; and repairing traffic signals. Performing these activities require employees; vehicles and other machinery; facilities to house equipment, employees and materials; and materials such as salt, asphalt and fuel. Support staff is also necessary in disciplines such as finance, human resources, information technology and risk management to keep department operations running.

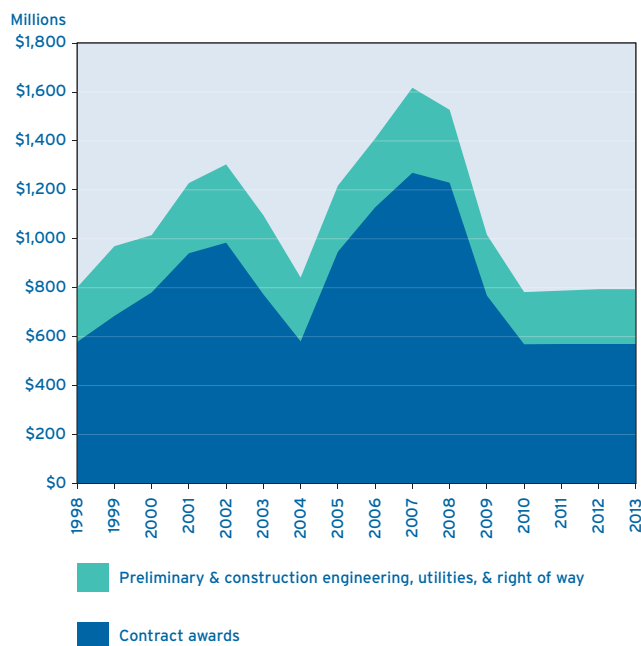
Construction program

The construction program is the Highway and Bridge Schedule identified in the five-year *Statewide Transportation Improvement Program*, or STIP. This portion of the STIP includes payments to contractors for construction projects, along with design work, right of way purchases, utility relocations and construction inspection.

When Amendment 3 bond proceeds are spent, the amount available for the construction program drops dramatically (Figure 13). Current revenue projections indicate that by 2010, Missouri will have no more funds available for the construction program than were available in 1998 if the U.S. Congress takes no action to maintain federal funding at the current level.

Missouri's Highway and Bridge Construction Program

Figure 13

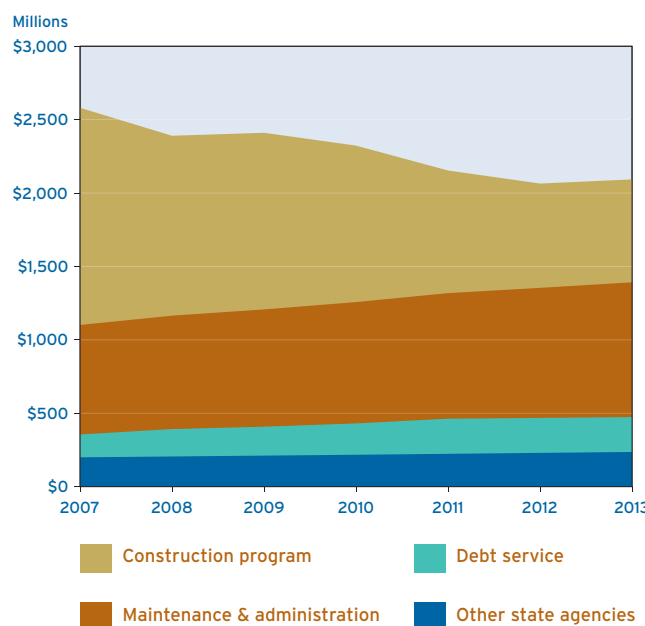


Consistent with future transportation revenues, future transportation expenditures are also subject to a host of variables. However, using historical trends and various economic indicators, Figure 14 provides an estimate of Missouri's transportation expenditures for state fiscal years 2007 through 2013.

As shown in Figure 14, estimated transportation expenditures decline from \$2.6 billion in 2007 to \$2.1 billion in 2013. The construction expenditures decline due to the end of the Amendment 3 bonding program. The remaining expenditures are expected to have inflationary growth.

Missouri's Anticipated Highway and Bridge Expenditures for State Fiscal Years 2007-2013

Figure 14



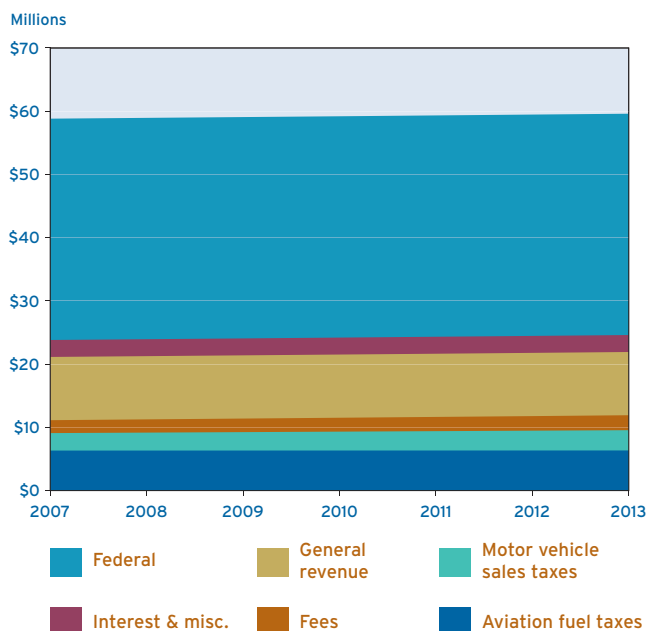
Funding for Alternative Modes of Transportation

Transportation funding for alternative modes has historically been less than 5 percent of all MoDOT transportation revenue (approximately \$60 million annually).

Funding for alternate modes of transportation comes from a variety of sources including motor vehicle sales taxes, aviation fuel and sales taxes, railroad regulation fees, state general revenue funds and federal grants. Figure 15 shows estimated revenues dedicated to alternative modes of transportation for state fiscal years 2007-2013 are expected to remain relatively constant.

Missouri's Alternative Modes of Transportation Revenue for State Fiscal Years 2007-2013

Figure 15



Much of the funding for alternative modes comes with strings attached, limiting the activities for which it can be used. For example, aviation fuel taxes, which includes excise and sales taxes, must be spent on aviation projects. Revenues from railroad regulation fees and a 25-cent fee that is paid upon registration or renewal of motor vehicles must be spent on rail projects. However, funding from motor vehicle sales taxes and general revenue has flexibility to be spent on various modes.

Missouri plans to invest almost 50 percent of these funds in transit, approximately 30 percent in aviation, approximately 15 percent in rail and the remaining 5 percent in waterways. These funds are used to support operating, maintenance, capital and planning activities for Missouri's transit and rail providers, airports and port authorities.



CLOSING THE GAP- MISSOURI'S TRANSPORTATION DIRECTION

The price tag for Missourians' expectations of the transportation system, expressed in 2007 dollars, totals \$37 billion for the next 20 years.

The expected available funding for construction of highways and bridges, and alternative modes for these same 20 years totals \$19 billion, assuming 2013 year funding levels through the end of the planning horizon.

This creates a gap of \$18 billion. With the impacts of inflation on investment costs over the next 20 years, this value could easily double. How does Missouri close this gap?

Throughout the *MAP* process, Missourians said MoDOT must explore new innovative treatments, technologies, strategies and policies to get the most value for each tax dollar invested in Missouri's transportation system. MoDOT is implementing these ideas to stretch transportation dollars, which help decrease the gap



between Missourians' expectations and the existing transportation funds. MoDOT works with transportation partners throughout the state to combine resources and align efforts to achieve the best value for transportation investments. MoDOT's program delivery focuses on a change in how MoDOT does business.

Seeking Innovation

MoDOT has a responsibility to get the most value for each tax dollar invested in Missouri's transportation system and is successfully using a variety of innovations.

In 2003, MoDOT collaborated with representatives from both the asphalt and concrete industries to develop a process of alternate bidding to allow contractors to bid asphalt or concrete on construction projects. Traditionally, MoDOT had specified

either asphalt pavement or concrete pavement on construction projects, with no consideration for alternative bids. By allowing bidders to determine which type pavement they could deliver for the best price and still meet the expected performance requirements, MoDOT saw a 25 percent increase in bidders and cost savings between 9-10 percent. Since late 2003, an estimated savings of more than \$17 million has been realized due to alternate bidding of pavements. This experience has prompted an expansion of the alternate bidding philosophy to drainage structures and bridges.

In 2004, MoDOT made improvements in how projects are engineered and designed by changing from construction specifications that prescribed methods and materials to construction specifications that focus on results and define performance. Rather than specify the procedure a contractor must follow or the materials he must use in delivering a transportation improvement, MoDOT specifies how the improvement must perform. This performance-based specification system allows contractors to apply innovative techniques to their work, producing quality transportation improvements at a cost-savings to the taxpayers.

MoDOT is also using the innovative concept of design-build project delivery for complex transportation projects in Missouri. MoDOT currently has legal authority to initiate three design-build projects (RSMo 227.107). Design-build allows for faster project completion and contractor cost-saving innovations throughout the project. Typically, projects are designed by MoDOT or by a MoDOT consultant, then let for bid by MoDOT and finally constructed by private contractors. In the design-build process, private contractors and design teams join together to design and build large and complex transportation projects. This partnership yields cost-effective solutions in dramatically less time than traditional construction management strategies.

MoDOT is redefining the traditional design-build model with two urban projects that feature a set budget that requires the proposing teams to compete in developing a transportation solution that can be delivered within the budget, and the third that delivers a system-wide improvement with finance and maintenance components.

MoDOT's first design-build project is the new Interstate 64 project in St. Louis. This project is the largest single construction project in Missouri's highway history. It includes rebuilding and upgrading all pavements, and building 12 new interchanges on 10 miles of I-64, including a high-speed interchange at Interstate 170. This innovative approach has already saved money and time,

while creating a model workforce diversity partnership for the St. Louis region.

In Kansas City, MoDOT is pursuing the department's second design-build project, kcICON. This project will improve the corridor over the Missouri River and replace the existing Paseo Bridge. This project will reduce traffic congestion and provide greater mobility in the Kansas City area, while reducing construction cost and accelerating project completion in comparison to traditional project-delivery methods. In addition, kcICON breaks new ground for community involvement. A 12-member community advisory group has been formed whose members were selected by local officials to provide input and a public perspective regarding the bridge's architectural design.

MoDOT's third design-build project is the *Safe & Sound* bridge improvement program, providing for the improvement of 800 bridges statewide by 2012. This project consists of large-scale system improvements to bridges in each of Missouri's 114 counties. MoDOT is proposing the private sector finance the project's cost, which is estimated to be between \$400 million and \$600 million, and that the contractor be responsible for maintaining these bridges for 25 years. MoDOT's goal is a financial plan that requires no state payments during the initial five-year construction period, with equal annual payments spread throughout the remaining maintenance period. Considering the size and approach to this project, the potential for innovative efficiencies in both price and schedule are unprecedented.

Radical Cost Control

In 2005, the department implemented *Practical Design* — a method that challenges project engineers to use non-traditional project-design methods to develop efficient solutions for today's project needs. *Practical Design* savings of \$400 million were made in projects included in the *2005–2009 Statewide Transportation Improvement Program*. These savings were then invested in additional transportation projects. According to MoDOT's performance measures documented through a



process called *Tracker*, the department has realized a savings between 30 to 60 percent on specific types of work like minor system bridge replacements and resurfacing work in state fiscal year 2006 by using *Practical Design* techniques.

As previously discussed, alternate bidding techniques have worked well and saved money as a new innovation. The practical-design component of MoDOT's pavement designs is estimated to have saved over \$17 million.

Another tool is *Value Engineering* during the design phase and construction phase of projects. During state fiscal year 2006, it is estimated that MoDOT saved over \$39 million in design-phase value engineering and over \$3 million in the construction phase. In state fiscal year 2007, the construction phase value engineering is expected to result between \$10-\$15 million in savings for contractors and MoDOT alike.

Increasing Competition

MoDOT is also working on narrowing the gap between Missourians' transportation expectations and available transportation funding by structuring contracts and schedules that increase competition among bidders. An analysis of bidding history on MoDOT projects indicates that projects with more competition generally receive lower bids. As a result, MoDOT works to increase competition through a variety of approaches.

MoDOT uses a detailed bid analysis process to increase competition among bidders. Each month, MoDOT requests *Invitations for Bids* on transportation construction projects. Interested bidders submit a bid for the work included in the invitation. MoDOT performs a line-item review of each bid received. If, in this review, MoDOT engineers determine the project bids are excessive for the project to be constructed, the bids are rejected. The project is then analyzed to determine how it could be changed to increase competition among bidders. Sometimes this involves combining two smaller projects into one. Other times it may mean dividing a large project into two more manageable jobs. Using this approach, MoDOT estimated a savings of \$22 million on 52 projects in state fiscal year 2006.

MoDOT also organizes projects in the letting schedule to help contractors' ability to bid on more projects. If too many projects are in the same letting, contractors' ability to bid on them make be limited due to their bonding capacity or available resources for construction.



MoDOT annually collects needed transit vehicle specifications from Missouri's transit providers and initiates the bidding process. By consolidating Missouri's transit

providers' needs in one bid letting, there is better competition resulting in lower vehicle costs. From 2004 to 2006, the state's transit providers purchased more than 800 transit vehicles through a cooperative procurement process offered by MoDOT.

Other Strategies for Cost Control

Another approach MoDOT employs to minimize the gap between Missourians' expectations for transportation and the available funds for transportation is effective partnering with other groups. By combining efforts and working toward common goals, MoDOT and other transportation partners can make the best use of resources to deliver efficient and innovative system improvements.

For example, MoDOT and a variety of local and regional safety organizations across the state formed a safety coalition and developed a safety program focusing on reducing fatalities and serious injuries on Missouri's highways. This initiative is known as *Missouri's Blueprint for Safer Roads*. The coalition is helping to promote, among other safety enhancements, a law allowing enforcement officers to ticket drivers and passengers not wearing safety belts, often referred to as a primary seat belt law. Historical trends and safety-related data demonstrate that if a primary seat belt law is passed, approximately 90 lives on Missouri's highways would be saved annually. The coalition is also working to increase law enforcement on dangerous highways, and public education and information on traffic safety issues. Additionally, the coalition is assisting in effectively deterring, identifying, arresting and prosecuting alcohol- and other drug-impaired drivers and pedestrians on state highways.

MoDOT continually involves and solicits input from industry leaders, government officials and interested citizens to improve Missouri's transportation system through an effort called *Partnering for Innovative Efficiencies*. Discussions between MoDOT and these groups attempt to find ways to build transportation projects faster, better and cheaper within the state's limited resources. To date, MoDOT has involved 132 participants and generated more than 177 concepts, including making better use of technology, examining ways to get projects finished quickly, and using innovative methods for project delivery and contracting. Nine teams of partner volunteers have investigated and implemented 22 creative solutions.

During the **MAP** initiative, Missourians emphasized the transportation system should contribute to Missouri's economic development. MoDOT recognizes the impact the system has on the economic health of the state. In an effort to stretch transportation funding, MoDOT dedicates \$30 million annually for an economic development cost-share program. This program allows cities, counties and private industry to recommend projects to be considered for a 50-50 cost-share opportunity.

Approved projects receive 50 percent of the project costs from the economic development cost-share program, and the partnering entity provides the remaining 50 percent. This program accelerates economically beneficial transportation projects and allows MoDOT to partner with other groups to stretch the funds available for transportation. Through the cost-share program and other partnering activities, from 2003 to 2007, MoDOT has secured more than \$300 million for transportation projects.

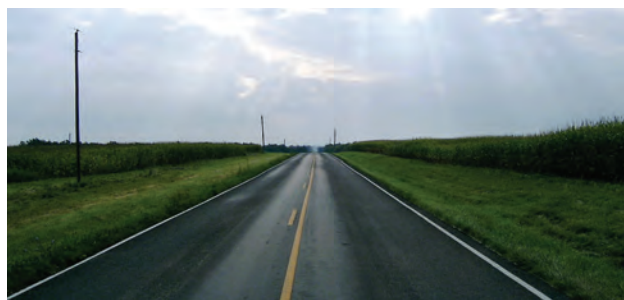
Managing the Transportation System

Missourians agree the transportation system should provide for the efficient movement of people and goods. With the growing population in Missouri, particularly on the edges of the state's urban areas, congestion is a growing problem. Because adding lanes to highways and bridges is one of the most costly congestion solutions, MoDOT explores additional innovative, cost-effective ways to improve traffic flow.

MoDOT is using traffic management systems to better manage traffic flow. These systems include Kansas City's Scout, St. Louis' Gateway Guide and Springfield's Ozarks Traffic Information. These systems use cameras and traffic sensors to monitor traffic flow and alert motorists of incidents or heavy traffic through large electronic message boards and a highway advisory radio system. By alerting motorists to the traffic problems and offering alternative routes, this system helps minimize delays and allows MoDOT to better manage the existing system without expanding it.

Another method for helping move people and goods more effectively is coordinating signal timing. Signal coordination is the use of tools, techniques and equipment to make existing traffic signal control systems operate more efficiently for vehicles, bicycles and pedestrians. The Federal Highway Administration estimates that as many as 75 percent of all traffic signals could

be improved by updating equipment, by adjusting their timing plans or by coordinating adjacent signals. By minimizing the number of stops and delays, air quality is improved; fuel consumption,



congestion, and the number of serious accidents are reduced; and the need to construct additional road capacity is reduced or eliminated.

In Missouri, MoDOT works with local agencies to coordinate traffic signal timing plans across jurisdictional boundaries. These coordinated signal systems can reduce travel delays on some of Missouri's most congested routes by as much as 17 percent. While these efforts occur statewide, some of the most notable are in Kansas City, St. Louis and Springfield. To take full advantage of the benefits gained from efficient signal timing, MoDOT is working to retime signals along major routes every three years and minor routes every five years. Current coordination efforts on one route in St. Louis resulted in a 40 percent reduction in stops. This means a 6 mile-per-hour increase in the speed of traffic, 728,000 gallons of fuel saved and reduced pollutants by nearly 475,000 pounds annually.

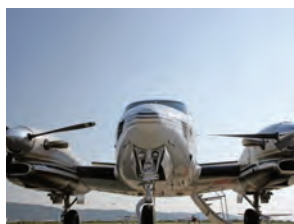
With growing traffic on Interstates 70 and 44, incidents like a stalled vehicle or an accident can quickly escalate to long delays for motorists. Another cost-effective approach to managing the system includes coordinating with emergency management services to identify these incidents quickly and correct them. This coordination involves law enforcement, emergency paramedics, MoDOT's **Motorist Assist**, MoDOT's emergency response personnel, the insurance industry, fire and rescue, and towing services. Additionally, it also includes advising motorists of these situations quickly via large electronic message boards and the highway advisory radio system, so they may take alternate routes and avoid any further delays.

MoDOT uses these same strategies for alternative modes of transportation. The department and rural transit service providers are working to apply intelligent transportation system (ITS) tools to local operations to provide more transit trips to Missourians living in rural areas. Typically, transit riders request by telephone to schedule a trip, and providers respond to the independent need. Using ITS applications, a computer analyzes each requested trip with available transit vehicles and generates the most cost-effective routes for transit vehicles to follow in responding to the customer request. Missouri's urban transit providers have been using ITS tools to improve efficiency and customer services.

Applying Resources to Priorities

The *Missouri Constitution* says MoDOT is the caretaker of the state's transportation system. With this responsibility, MoDOT must identify and address the most critical transportation needs. MoDOT must use effective planning and decision-making to ensure Missouri's limited transportation dollars are spent in the most responsible way.

MoDOT begins this process by analyzing the system and establishing system condition goals based on public involvement and system use. For example, with the *Better Roads, Brighter Future* program, MoDOT plans to bring 85 percent of Missouri's busiest highways – the major highway system – to good condition by 2011. Improvements to these roads include smooth pavements, improved shoulders, rumble stripes, brighter striping and bigger signing. These 5,600 miles of roads carry 80 percent of all traffic on the state highway system, and 95 percent of Missourians live within 10 miles of one of these roads. At the same time, MoDOT intends to maintain the 27,000 miles of lesser-traveled roads – the minor highway system – at its current



condition of 69 percent good. Focusing transportation resources on routes that serve the most Missourians translates to effective transportation investments.

In addition, MoDOT works year-round with state and regional planning partners to identify and prioritize the transportation needs throughout the state. This process, referred to as the *Planning Framework*, provides opportunities for local communities to be part of the transportation decision-making process to influence decisions before they are made. This process helps ensure limited transportation resources are allocated to the state's highest priorities.

"If you don't know where you are going, you are certain to end up somewhere else."

Yogi Berra

IN CONCLUSION – A SUMMARY OF MISSOURI'S TRANSPORTATION FUTURE

The *Missouri Advance Planning* initiative provides a snapshot of transportation in Missouri for the next 20 years. This snapshot includes vital public input that provides a foundation for guiding transportation progress. By understanding the characteristics of the state's transportation system, along with the trends challenging the system, MoDOT – in partnership with Missouri citizens, elected officials, community leaders and transportation professionals – can plan for a prosperous future.

MoDOT's Direction

Missouri citizens are telling MoDOT what's important to them: One, maintain and improve the transportation system; two, stretch tax dollars; and three, secure more funds to help meet their expectations.

These opinions and expectations have shifted from prior planning efforts when Missourians identified their highest priority as primarily improving the system's condition. While the condition of Missouri's most traveled highways has greatly improved since that time, Missourians are now mostly expecting improvements in moving people and goods.

Missouri faces significant challenges in meeting these customer expectations, and in ensuring the vitality and efficiency of the transportation system. Current transportation revenues do not buy as much now as they used to buy. Changing traffic patterns and more truck traffic are leading to busier, more congested highways. There is a continuing demand for highway and bridge expansion.

The Fork in the Road

Through 2010, Missouri plans to invest \$1.3 billion annually for construction-related activities identified in the *Statewide Transportation Improvement Program*. The state's annual transportation investment will decrease to \$800 million as Missouri's bonding program ends. However, there is at least an \$18 billion gap between what Missourians are expecting and the transportation funds available to meet these expectations.

If nothing is done – if Missouri's transportation revenues remain the same, Missourians can expect to see a state transportation program that consists primarily of projects that...

- ▶ Take care of the existing transportation system,
- ▶ Provide some safety improvements,
- ▶ Fix only a few of the worst traffic bottlenecks, and
- ▶ Provide no additional services for other modes of transportation.

However, throughout the *MAP* planning process, Missourians have said they expect more for their transportation system, and their highest priority is improving traffic flow. And while transportation needs will always outweigh available funds, an additional investment in transportation will mean improvements in traffic flow and in other modes of transportation.

Legislative leaders and other elected officials are suggesting actions that could result in additional transportation funds. They are discussing the benefits of new investment: more jobs, stronger state economy, new business developments, and enhanced services in other modes of transportation.

While MoDOT and regional planning partners do not yet know if Missourians will support an additional investment in transportation, work is underway to identify how Missouri would invest new funds. As a continuation of the *MAP* planning process, MoDOT and regional planning partners are

identifying the transportation investment priorities Missouri would pursue if citizens choose the path of increasing their transportation investments. The choices will be tough, but Missourians deserve to know what they receive for their additional investments.



Moving Ahead – MoDOT's Part

MoDOT will continue working to control construction costs, so more improvements can be made to highways and bridges, and to the operation of the system, leading to safer and more efficient travels. Through initiatives like *Better Roads*, *Brighter Future* for making more of Missouri's major highways safe and smoother, and *Safe & Sound* for fixing 800 of Missouri's most critical bridges, MoDOT will continue its commitment to innovation.

Even though these new ideas will not close the funding gap or solve the funding challenges, the gap – between the kind of transportation system Missouri has now and the kind of system needed for a prosperous future – can be overcome.

MoDOT will continue its commitment to addressing the challenges of Missouri's transportation future as it strives to provide a world-class transportation system. Working together, MoDOT, Missouri citizens, elected officials, community leaders and transportation professionals can make a positive difference along the road leading to a prosperous transportation future.

SPECIAL THANKS TO THE FOLLOWING MISSOURI CITIZENS...

These Missouri citizens gave their time, talent and expertise to assist MoDOT in developing this long-range transportation plan. As volunteers, they studied transportation in Missouri for more than a year in an effort to guide the state toward a prosperous

future. These individuals came together, willingly casting aside their personal interests, to consider decisions and actions best serving the state of Missouri. This transparent, open public involvement process offered citizens and their communities the opportunity to influence transportation decisions before they are made and to help ensure that effective planning yields the best use of Missouri's limited transportation funds.

<i>Bill Bates</i>	<i>City of Houston</i>
<i>Jack Briggs</i>	<i>Economic Dev. Assessments</i>
<i>Jim Browning</i>	<i>City of Palmyra</i>
<i>Paul Buschjost</i>	<i>Missouri Farm Bureau</i>
<i>Sue Caine</i>	<i>Mexico Area Chamber of Commerce</i>
<i>Lynn Calton</i>	<i>City of Lamar</i>
<i>Charles Campbell</i>	<i>Travelsafe Communities</i>
<i>Rick Craig</i>	<i>OODA</i>
<i>Barbara Crayne</i>	<i>Malden Airport and Ind. Park</i>
<i>Tony Crismon</i>	<i>Pulaski County Commission</i>
<i>Linn Crocker</i>	<i>Nestle/Purina</i>
<i>Carol Cruise</i>	<i>City Utilities of Springfield</i>
<i>Gary Cyr</i>	<i>Springfield-Branson National Airport</i>
<i>Eva Danner</i>	<i>Livingston County Commission</i>
<i>Edward DeSoignie</i>	<i>Heavy Constructors Association</i>
<i>Donald Dodd</i>	<i>Salem Publishing Company</i>
<i>T.R. Dudley</i>	<i>City of Potosi</i>
<i>Rudy Farber</i>	<i>Community Bank and Trust, Neosho</i>
<i>Steve Gerard</i>	<i>Velo Girardeau</i>
<i>Bruce Hackmann</i>	<i>Fulton Area Dev. Corporation</i>
<i>Kathy Hale</i>	<i>City of St. Louis</i>
<i>Jason Helton</i>	<i>Premium Standard Farms</i>
<i>Terri Henderson</i>	<i>Trenton Chamber of Commerce</i>
<i>Jim Herfurth</i>	<i>Lake Ozark Transportation Council</i>
<i>Tom Hill</i>	<i>UMB Bank, Warsaw</i>
<i>Mark Hoover</i>	<i>Clinton County Commission</i>
<i>Richard Hrabko</i>	<i>Spirit of St. Louis Airport</i>
<i>Brent Hugh</i>	<i>Missouri Bicycle Federation</i>
<i>Timmie Lynn Hunter</i>	<i>New Madrid County Port Authority</i>
<i>Wayne Johnson</i>	<i>Bollinger County Commission</i>
<i>Dennis Kime</i>	<i>City of Piedmont</i>
<i>Christine Klinger</i>	<i>Metropolitan Congregations United</i>
<i>Allen Kunkel</i>	<i>Springfield Area Chamber of Commerce</i>
<i>Greg Lever</i>	<i>KC Regional Transit Alliance</i>
<i>Janice Lorrain</i>	<i>City of Ava</i>
<i>Ron McLinden</i>	<i>Sierra Club</i>
<i>Forrest Meadows</i>	<i>Citizen</i>
<i>Janis Melton</i>	<i>City of Pineville</i>
<i>Joel Miller</i>	<i>Citizen</i>
<i>Mark Nelson</i>	<i>Community National Bank, Monett</i>

<i>Rob O'Brian</i>	<i>Joplin Area Chamber of Commerce</i>
<i>Sean O'Brien</i>	<i>Lincoln County Commission</i>
<i>Randy Pike</i>	<i>Bates County Commission</i>
<i>Gene Pogue</i>	<i>Henry County Commission</i>
<i>Ted Quirk</i>	<i>Wright County IDA</i>
<i>Mark Rhoades</i>	<i>General Motors Wentzville Plant</i>
<i>Trisha Roberts</i>	<i>Lake Area Chamber of Commerce</i>
<i>Troy Robertson</i>	<i>Contract Freighters, Inc.</i>
<i>Charles Rorex</i>	<i>City of Farmington</i>
<i>Art Ruiz</i>	<i>Belton Corp. of Econ. Dev.</i>
<i>Dick Rupp</i>	<i>Altorfer Inc.</i>
<i>Judy Sabbert-Muck</i>	<i>Heartland Foundation</i>
<i>David Scala</i>	<i>Cape Girardeau School District</i>
<i>Tom Schultz</i>	<i>Columbia Convention and Visitors Bureau</i>
<i>David Shorr</i>	<i>Lathrop & Gage Law Offices</i>
<i>Scott Shumate</i>	<i>City of Lebanon</i>
<i>Bryan Siddle</i>	<i>Crown Valley Winery</i>
<i>Carol Silvey</i>	<i>Missouri State University-West Plains</i>
<i>Rick Solomon</i>	<i>Linn County Commission</i>
<i>Robert Lee Stanton</i>	<i>Citizen</i>
<i>Susan Stauder</i>	<i>St. Louis Regional Chamber & Growth Association</i>
<i>Jerry Stockman</i>	<i>Citizen</i>
<i>Bill Straatmann</i>	<i>Straatmann Toyota</i>
<i>Doug Sutton</i>	<i>Citizen</i>
<i>Kim Thompson</i>	<i>City of Shelbyville</i>
<i>Martin Toma</i>	<i>Jefferson County Dept. of Land Use Development & Code Enforcement</i>
<i>David Waltemath</i>	<i>Citizens Bank and Trust, King City</i>
<i>Cherry Warren</i>	<i>Barry County Commission</i>
<i>Robert Wasson</i>	<i>City of Sedalia</i>
<i>Jack Webb</i>	<i>Citizen</i>
<i>Sheree Webb</i>	<i>OATS, Inc.</i>
<i>Doug Whitehead</i>	<i>Jefferson City School Board</i>
<i>Rex Wilkinson</i>	<i>Dade County Commission</i>
<i>Pam Windtberg</i>	<i>Northeast Missouri Area Agency on Aging</i>
<i>Carolyn Winkler</i>	<i>Citizen</i>
<i>Linda Yaeger</i>	<i>OATS, Inc.</i>
<i>Dale Zank</i>	<i>State Farm Insurance</i>
<i>Andy Zorn</i>	<i>Missouri Career Center</i>



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